

Instructions for Department Business Plans Based on the 2003 Countywide Strategic Plan

Purpose

The purpose of your Department business plan is to succinctly communicate the intended accomplishments for your Department for the current and next fiscal year as well as describe any factors which may limit your Department's ability to achieve these accomplishments. Your Department's business plan together with the County's Strategic Plan will help guide the budget process, providing an opportunity to re-evaluate allocations of funding during the budget process.

Your Department business plan should be prepared as a team effort with your Department staff, and coordinated with your Assistant County Manager and your budget analyst.

Background

On June 3, 2003 the Miami-Dade County Board of County Commissioners adopted the service delivery goals, strategies and key outcomes that comprise the strategic plan for Miami-Dade County. These build on the mission statement and priority themes previously endorsed by the Board of County Commissioners in six comprehensive areas of service delivered by our County government:

- *Economic Development*
- *Health and Human Services*
- *Neighborhood and Unincorporated Area Municipal Services*
- *Recreation and Culture*
- *Public Safety*
- *Transportation*

Each service delivery area defines goals with key intended outcomes, strategies for achieving those, and preliminary measures by which we can gauge our success. The priority outcomes for each strategic area provide our community's "evaluation yardstick" for the future.

Supporting these service delivery priorities are goals, strategies and key outcomes for our internal support and general government departments, together referred to as *Enabling Strategies*.

Implementation of this plan is the responsibility of all County Departments effective beginning in Fiscal Year 2003-04 through the Department business planning and budgeting process. This document provides an outline of the strategic plan based business plan format, definitions and examples. While many processes uses these terms in different ways, Miami-Dade County has developed a standardized set of definitions for all County Departments to use as part of the strategic planning and business planning process.

Our Countywide *Vision* communicates the community's shared vision for the best possible future for Miami-Dade County government.

Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is "Delivering excellent public services to address the community's needs and enhance our quality of life".

Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.

Our nine priority *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.

We have developed *Goals* across all County Departments that provide direction to address the strategic themes and help guide us towards the desired future.

For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).

For each outcome(s), *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).

Key Performance Indicators are the measures that express the County's performance intentions in the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance indicators while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Department Performance Objectives*.

Department Activities, Tasks or Programs are actions or groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

General Instructions for Business Plan

The priorities contained in the County's Strategic Plan should be the primary guide in developing your business plans. These priorities and implementation strategies in each service delivery areas were developed by Department staff for that area based on input from the community. Department business plans detail what will be accomplished to achieve strategic plan goals and objectives each year and provides the strongest links to the County's operating and capital budget.

Your services may cover more than one strategic area. Use your judgment on how many goals and objectives you need. The number of objectives you have depends on how much of the goal you want to measure. It is better to have a few well-thought out goals and objectives that capture the essence of your function than to have a lot of goals and objectives that overlap or deal with peripheral issues.

Departments may identify goals, outcomes, objectives and tasks that do not appear to directly link to the Strategic Plan. However, the goals of the Strategic Plan are broadly defined and it is anticipated that the majority of the work in the Department would be addressed by the Strategic Plan goals. It is more likely that Departments will have additional objectives supporting the strategic planning goals and outcomes.

Your Department Business Plan requires the participation of both executive staff as well as other senior staff in the Department. A plan that is put together without participation from manager's and staff who must actually carry it out will result in a document to which only the executive staff is committed. The executive staff can lay out the Department's performance objectives for the next fiscal year. However, these should be reviewed with Managers and other key staff to solicit input regarding any factors that may influence the Department's ability to achieve its performance intentions and to define required actions to achieve the performance objectives. At a minimum, the Department's business planning process should include its executive staff, operations managers and supervisors, budget manager(s), human resource manager(s), and information technology manager(s). It is useful to have one person in the Department designated with coordinating preparation of the Business Plan.

Submittal Requirements

Business Plans are to be submitted to your Assistant County Manager with an electronic copy to your budget analyst by December 15 of this year and by October 15 each year thereafter.

Departments should meet with their Assistant County Manager in advance of this date to review preliminary drafts and ensure that there are no pending issues with their Assistant County Manager upon submission.

Outline for Business Plan

Cover Page

Use the template provided to fill in your Department's name and the fiscal years that the plan will address – current fiscal year and the next fiscal year.

Table of Contents

Page 1

The template provides the general sections of your business plan. Page numbers are provided as a guide only. Update the page numbers once you have completed your plan.

This section should succinctly summarize the Department's business plan, including:

- A brief description of the Department with a high level table of organization showing the major functions performed by the Department
- A summary of the *most significant* objectives or milestones to be achieved in the current and next fiscal year
- A brief discussion of *significant* factors critical to the Department's successful implementation of the Business Plan
- The executive summary shall be signed by the Department Director

Introduction**Page 3**Purpose/Mission

Provide the Department's mission statement or purpose statement from the Manager's Proposed Budget book.

Department Description

Provide a detailed description of the Department including:

- A description of the department's major duties and responsibilities and governance structure, including a discussion of major contracted operations (if any)
- A brief history of the Department which include significant events that continue to impact the Department's mission or purpose
- A brief description and map of Department facilities, if applicable.

Organization and Staffing

- A high Level Organization Chart with prior and current year staffing levels followed by a discussion of the major changes in staffing levels focused on how these changes relate to changes in performance
- A brief discussion of organizational issues for the current fiscal year

Fiscal Environment

Complete the charts provided showing actual and budgeted revenues and expenses. Actual revenue and expenses must tie to FAMIS.

Major revenue categories should be delineated. Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

Departments should break out revenues and expenditures separately for each fund.

Complete the chart for pooled cash balances – at the beginning of the prior fiscal year, actual estimated at the end of the prior fiscal year, and budgeted for the end of the current year.

Please work with your Assistant County Manager and the Office of Management and Budget (OMB) to determine these funds. This should be the same format as will be used in your departmental quarterly performance report.

Provide a discussion of major funding sources, major variances from prior years and significant in-kind services focused on how these changes relate to changes in performance. For proprietary Departments, include a brief discussion of current fees and any potential impacts to future year performance.

Business Environment

Provide a brief discussion of the following:

- Customers served, including results of any market research regarding customer trends, etc.
- Regulatory environment, anticipated changes and impacts of those changes

Proprietary Departments, particularly those operating in competitive environments should also address the following:

- Geographical service area
- Industry background including market participants, general state of the economy and impacts on the industry in general
- List of competitors with particular emphasis on those in the geographical service area, including market share – How has the competition changed over the last few years and are any new competitive threats anticipated

Critical Success Factors

Provide a brief description of issues (often resources or other inputs) critical to successful implementation of your business plan and any limiting factors that could impact your department's ability to succeed. Keep in mind that the business plan is not a budget document. The intent of this section is to provide brief statements that strengthen the link between the Strategic Plan, your business plan and the budget. *Unless directed otherwise, agencies should develop their performance objectives for the next fiscal year based on the current year resources (personnel, etc.).* In this section the Department should include:

- A discussion of the Department's ability to accomplish Departmental business plan objectives for the next fiscal year with reduced resources.
- A discussion of the Department's ability to accomplish Strategic Plan objectives for within existing resources.
- A discussion of any concerns due to future potential incorporations or annexations, including impacts on both staffing levels and on the of the Department's ability to

accomplish Strategic Plan objectives or Departmental business plan objectives for the next fiscal year, if applicable

Use a bullet format, if possible.

Future Outlook

For Strategic plan objectives that are not addressed in your business plan or where only partial progress is addressed in the term of your Business plan, briefly discuss remaining tasks/activities/programs at a high level that the Department plans to undertake to achieve these Strategic Plan performance objectives in future years.

The Plan

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Business Plan Overview

The general format of the overview section is provided in the template and describes the linkage between the Countywide Strategic Plan and the Department's business plan. Departments should review the strategic area details of the Countywide Strategic Plan available on line at <http://intra.co.miami-dade.fl.us/stratplan/Strategic Area Plan for Business Plan.htm>.

Departments should identify those components from the Countywide Strategic Plan that the Department functionally supports both at the goal level and at the outcome level and incorporate the goals and outcomes identified in the overview section of the Department Business Plan. If you are having difficulty aligning your department activities with the Strategic Plan, review and work with your budget analyst on these.

The Plan (Goals-Outcomes-Strategies and Performance Objectives)

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Complete the template provided for each goal and supporting outcomes. For each outcome, identify the supporting strategic plan strategies and performance objective and the fill out the matrix detailing the department's performance objectives and associated tasks and activities for the current and next fiscal year as well as position/entity within Department who will be responsible for coordinating/ensuring implementation.

Goal

Your business plan goals should be the goals directly from the County's strategic plan unless agreed otherwise with your Assistant County Manager and your budget analyst.

Objectives

Objectives are clear statements of the department's performance intentions, expressed in measurable terms, usually with an implied or explicit timeframe. These intentions relate directly to the goals and mission of the organization. Objectives set

the targets you want to achieve or the standards you want to reach or maintain. Embedded within objectives will be the performance measure of interest.

The business plan objective may be the same as the Strategic Plan key performance objective but in many cases will be a more operations-oriented measure, achievable by the fiscal year and that is more readily available and supportive of the broader strategic planning objective and thus provides a “leading indicator” of performance.

Here are four simple directions for completing an objective:

1. Begin with a strong action verb
2. Describe an observable or measurable product or service
3. Limit each objective to a single purpose and service or product
4. Include a time for achieving the objective

Examples of Performance Objectives

- *Strategic plan objective: 90% of streets maintained substantially free of debris within 2 years*

Related Department performance objectives:

- Reduce the response time (number of days) for bulky waste pickup from 7 to 3 days by the end of the first quarter of the fiscal year
- Increase arterial corridor miles of litter removal by 20% over FY 03

- *Strategic plan objective: 20% increase in international cargo tonnage over 4 years*

Department performance objectives:

- Increase seaport passenger and cargo revenue by 4 % over the amount received in FY 03
- Increase number of Seaport advertising placements and target audience without increasing funding needs
- Increase number of contacts with existing and potential customers by 10% over FY 03
- Increase the number of presentations to common interest partners (ports, chambers of commerce, etc.) located in foreign cities/countries from 10 in FY 03 to 20 in FY 04

- *Strategic Plan objective: Decrease in rate of missed trips to less than 0.1% for all County transit service within two years*

Department performance objectives:

- Maintain bus operator absenteeism at or below 15% for the fiscal year
- Reduce number of breakdowns by 20% over FY 03

- *Strategic plan objective:* Reduce medical emergency response time in urban areas to 6 minutes 80% of the time

Department performance objective:

- Reduce medical emergency response time in urban areas from 7 to 6 minutes by the third quarter of the fiscal year

Activities, Tasks, Programs, Initiatives

You will need to provide specific tasks or activities that, when implemented, will lead to the desired objective during the fiscal year of the plan. Here is an example. Using the objective, “to reduce the response time (number of days) to a citizen request for a bulky waste pickup from 7 to 3 days by the end of the first quarter of the fiscal year”, your tasks and activities that lead to the accomplishment of this objective might be:

- Add two bulky waste teams by reorganizing staff which will reduce response time from 7 to 5 days
- Improve scheduling/routing through automation, which will reduce response time from 5 to 3 days